

# THE TRANSFORMER

## PURPOSE

The purpose of The Transformer is to provide all Air Force transporters a chance to see what their counterparts are doing in the quality arena. It is a product of an Air Force Wide Transportation Process Action Team whose mission was to find a way to communicate quality crosstell information to all transporters. This service is only one part of a three-part process to gather crosstell and then pass it on to all transportation organizations and units. We encourage you make copies of each issue and pass them on to all personnel in your unit.

The Transformer is distributed on a quarterly basis. If your unit personnel would like to contribute, please contact your organization or MAJCOM POC (MAJCOM POCs are listed at the end of this document). **If you have a good idea, share it!**

## AERIAL PORT OPERATIONS

### HQ AMC Passenger Requirements Functions Consolidate

In order to provide cargo and passenger customers with one central point of contact for air movement, several functions within Headquarters Air Mobility Command consolidated as of 1 Oct 95. Parts of the Passenger Reservation Management Branch (DOJR) and the Air Transportation Traffic Negotiation Branch (DOJT) officially merged with the Tanker Airlift Control Center's Aerial Port Directorate (TACC/TRK).

DOJRC and DOJT become the Passenger Air Transportation Management Branch under the TRK Operations Division, handling group air



transportation requirements. DOJRR joins the Information Division as Studies, Reports, and Analysis. These moves allow a wider analysis of requirements trends, leading to more effective use of airlift assets. A further benefit of the consolidation is that it brings all requirements processes under one umbrella--the TACC.

Not affected by the merger is the Passenger Reservation Center (PRC) function (DOJRA). This office will remain the point of contact for booking AMC channel passenger reservations.

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## VEHICLE MAINTENANCE

### Renewing Subscription for Mitchell On-Demand Software

For anyone that is using Mitchell On-Demand computer software, there is a simple way to renew your subscription. For those of you that are not using Mitchell On-Demand, you will be in the short future. Currently, Mitchell On-Demand is replacing some 1,300 Technical Orders and there is a plan in place not to buy T.O.'s on vehicles that are covered by Mitchell On-Demand.

When your subscription renewal notice comes, you will see a NSN for

Mitchell On-Demand. Don't order it through Base Supply. Why? Back in Nov 94, I ordered my renewal through Base Supply using the NSN that was provided. I got my first update with no problem. Then I went TDY for 3 months. When I got back, that's when the nightmare started. You see, when the first update was delivered to Base Supply, it had a document number on it so supply entered the document number into their computer and we got the update. But when the next update came, it had the same document number as the last update, and when Base Supply entered that number into the computer, it wasn't there because the first update cleared that document number. Well, it took 2 months for that update to get to us. After calling Mitchell to get them to change the mailing address on the subscription, the next update came right to us.

Then I got the renewal notice and I didn't want to go through that again. So I did some checking around and this is what I found out. Type up a letter to your Base Librarian (see sample letter). After it is signed, call Mitchell using the 1-800 number and order your renewal. Mitchell will send you your invoice in the mail, or if you want, they will FAX it to you. Now all your updates will come right to you without going through anyone else.

**EDITOR NOTE:** Due to space limitations, we do not include sample documents in the printed format. However, we do include them in the AFQI BBS and on our internet edition of The Transformer. You may contact the POC or us for a faxed copy of the sample letter.

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### VEHICLE OPERATIONS

#### Rental Vehicle Payment

When Transportation needs to rent commercial vehicles, they must use an AF Form 9 and have Contracting rent the vehicles. This method worked at Columbus AFB, MS until Department of Defense consolidated our finance office with three other bases and moved the main office to Limestone, Maine. Contractor payments were delayed up to eight months. Most contractors in our area are locally owned even though they are a nationally named company. They now refuse to do business using AF Forms 9. They will only take cash or credit cards. Contracting informed us that the IMPAC Visa card is not authorized for the use of renting vehicles. By requesting advance payment on the AF Form 9, Finance is able to cut a check, and then we can use the check to rent the vehicles. We are looking into getting an American Express card to rent vehicles. Other companies in our local area are also refusing to do business using the AF Form 9. This may be the wave of the future, so check with your Finance and Contracting offices to see if this is a problem at your base.

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#### Vehicle Operations Training On the Move

Training for the Vehicle Operator Apprentice and Craftsman Courses will relocate from Lackland AFB, TX to Fort Leonardwood, MO during the summer of 1996. This change resulted from the Inter-Service Training Review Organization (ITRO) which was

tasked to study and explore the feasibility of combining similar/compatible training among the services resulting in joint training where possible.

In the meantime, the course developers have instituted some quality improvements which are positively impacting the apprentice course now! Student time behind the wheels of the 29 and 44 passenger buses has increased from 3.2 hours per student to 9 hours per student. In fact, students now drive the highways of San Antonio as part of their training. Tractor/trailer and wrecker training is also



a new addition to the course. Additionally, students are receiving hands-on training on the AFIS computer module.

Technical training report cards, AF Form 156, are now being sent from the school to the gaining squadron to advise the supervisor of the airman's strengths and weaknesses in the areas of academics, military bearing, and behavior.

We always appreciate your comments and ideas.

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#### Vehicle Control Function Visits

The 325th Transportation Squadron's Fleet Management Element determined a need to address the scoring method and the results letter we were using for the no-notice technical vehicle inspections. Originally, we used five categories to rate the inspection. They were: Outstanding, Excellent, Satisfactory, Marginal, and Unsatisfactory.

The problem: Is our customer being provided valuable information that can be used to improve their program? Our solution: First, we eliminated the stigma associated using the previous scoring method. We still use the point scale (1 to 100), but we only rate satisfactory or unsatisfactory. Then we provide a trend analysis of past inspections aimed at identifying possible areas of concern. We are currently testing this process and are soliciting feedback from our Vehicle Control Function customers.

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### TRAFFIC MANAGEMENT

#### TMO Actions After Natural Disasters

Events after Hurricane Opal highlighted the need for a review of actions TMOs should take after natural disasters. We often receive inquiries regarding personal property movement and storage entitlements for members whose quarters (government and local economy) become uninhabitable as a result of a natural disaster. There are two distinctly different categories of evacuation: Safe Haven and Designated Place. Entitlements to ship and store personal property are directly related to the type of evacuation ordered by a competent authority.

Paragraph U6056-B1 (Dependents Directed to Move to Safe Haven), Vol I, JFTR, limits personal property shipment entitlements in these circumstances (CONUS evacuation of dependents to a safe haven) to (1) unaccompanied baggage for the dependents, and (2) items of household goods (HHGs) the dependents need for comfort and well-being at the Safe Haven.

Haven, as authorized or approved by a competent authority. If HHG shipment is authorized or approved in the evacuation message, this includes shipment of items of HHGs from the member's CONUS duty station and/or from nontemporary storage (NTS) to the Safe Haven.

Safe Haven Evacuation entitlements contained in Chapter Six, Part B (Ordered Movements within the Continental United States), Vol I, JFTR, do not provide authority for local moves of HHGs between quarters (government and economy) or from quarters to NTS. Do not use evacuation orders or evacuation funding for these purposes. Traffic Managers need to remember that spending government funds to either place household goods in storage or move them to a Safe Haven is strictly an entitlements issue. The decision to give installations authority to ship or store personal property at Air Force expense in conjunction with a Safe Haven evacuation rests primarily with the AF Personnel (DP) and Finance (FM) communities.

When dependents are ordered to evacuate to a designated location, paragraph U6056-B2, Vol I, JFTR, should be applied. Under this paragraph, when dependents are directed to select a designated place and they move to the designated place, or convert their safe haven to a designated place, the member is entitled to transportation of HHG from the CONUS PDS and/or from NTS to the designated place. The member may also elect to place the HHG in NTS at the CONUS permanent duty station (PDS). Again, Traffic Managers need to remember this is an entitlements issue, not a transportation issue.

Installation commanders have the authority to ship or store personal property using local O&M funds, including quarters to quarters (government and economy) moves and NTS of HHGs for quarters which become un-

inhabitable at CONUS locations due to natural disasters. Local moves may be performed under paragraph U3533-C1 for government quarters and paragraph U5355-D1 for economy quarters. NTS may be accomplished under paragraph U5380-G1A and B for government quarters and U5380-G2A for economy quarters. These moves are funded by local installation support funds, and cannot be charged to evacuation funding appropriations.

Support funds utilized for local moves and NTS authorizations necessitated by the quarters being rendered uninhabitable due to natural disasters should reflect an Emergency and Special Program (ESP) code so costs can be collected and reported. ESP codes are normally provided in a DP/FM message that is issued following a natural disaster.

The bottom line: Don't take action to ship or store HHGs without first ensuring either Safe Haven evacuation, Designate Place evacuation, or local funds are appropriated to cover the associated cost. When in doubt, check with your MAJCOM for additional guidance.

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### Emergency Entitlements

Hurricane Opal that recently hit the Florida Panhandle brought to light a little known and seldom used JFTR entitlement.

After the hurricane went through Tyndall Air Force Base in the Panama City area there were about 35 Tyndall military personnel whose off base residences were devastated by the high winds and rising water. The Wing Commander authorized household

goods to be picked up and placed into storage and/or moved from the uninhabitable residence to another house on or off base. The military member first had to contact the base housing office who inspected the residence and declared it to be unlivable. Authority for such action is contained in paragraph U5355 D1 and U5380 G2a, JFTR.

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### Vehicle Shipments to Japan

There has been an embargo on shipment of all post-1976 Privately Owned Vehicles (POVs) to Japan. The embargo was imposed because of strict emission and safety standards enforced by Japan for American POVs. Meeting these extremely stringent standards can cost service members as much as \$3,500, and there is no guarantee vehicles will pass Japanese inspection after modification.

OASD (Force Management Policy) memo dated 6 Sep 95 approved a case-by-case waiver authority for shipment of post-1976 POVs to Japan (except Okinawa). Shipment of vehicles are subject to specific USCINCPAC conditions which will be incorporated in procedures to ensure service members are properly informed. Military Traffic Management Command will revise the PPCIG and the "Shipping Your POV" pamphlet to incorporate the new waiver procedures.

Once waiver procedures are in place, exemptions to the embargo may be granted by the Component Command. Waiver authority may also be delegated to installation level. Mem-

bers must agree to bear all cost of Japanese emission testing (approximately \$500) and retrofitting their vehicles (approximately \$3,000). Members must also be briefed they have no entitlement to return their POV to CONUS, or store it in-country, at government expense if it fails to pass the Japanese emission test.

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#### **Released Valuation Procedures**

HQ MTMC message, dated 221351Z Sep 95, contained some major changes to the Personal Property Program released valuation procedures for domestic and international shipments.

International: Effective 1 Oct 95, the released valuation is changed from \$1.80 per pound per item to \$1.25 times the net weight of the shipment. The cost to the government for this increased valuation is \$2.04 per \$100 for the first year; \$1.36 per \$100 for the second year, and \$0.68 per \$100 for the third year. These charges will be born by the government. There are NO member options to increase the valuation on the GBL. The new \$1.25 times the net weight of the shipment is the only allowable valuation on the GBL.

Domestic: The \$1.25 times the net weight of the shipment continues, but at NO COST to the government. It will be included in the carrier's transportation rates. Members making a domestic shipment can still request increased valuation to \$1.25 or full replacement valuation and pay the difference.

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#### **Transporters Lead the Way in Lean Logistics**

Lean Logistics is an Air Force program that includes a number of complementary initiatives, all focused toward improving operational capability. The prime objective is to "Maximize operational capability by using high velocity, time definite processes to manage mission and logistics uncertainty, minimizing reliance on just-in-case inventory. The results will be shorter repair cycle times, reduced inventories and cost, and a smaller mobility footprint." Lt General Babbitt, Air Force DCS/Logistics, describes this change in philosophy as moving from a supply based logistics system to a transportation based system.

The concepts within Lean Logistics come from "lean production" techniques developed by commercial industry, particularly the automotive industry. Much of the Air Force's initial attention in implementing Lean Logistics focused on the repairable/serviceable pipeline and efforts to reduce days in the cycle through various initiatives. The goal of all of these initiatives is a pipeline reduction of 50 percent or more. Once fully operational the typical wing logistics infrastructure will operate very differently than today. Many items repaired on the base will instead be processed fast and shipped via express transportation to a depot for repair. The goal of this conversion process, while dramatic to the logistician, should be invisible to our "customers" in operations.

We recognized that transportation provided an immediate and effective way to cut the logistics pipeline (pipe-

line is the amount of parts you need including repair, issue, and movement time). Many of you have seen an increased use of commercial express carriers like FedEx and UPS to move parts from your bases to repair depots. While the cost of some shipments is higher than previous shipping modes like less than truck load (LTL) shipments, overall logistics costs is actually reduced. When you consider how much we can save by not having to purchase as many expensive "black boxes," the added transportation cost is relatively very small. In effect, we have leveraged the tremendous capability of the commercial express carrier industry to provide the same level of support to the warfighter with fewer parts in the system, thus a savings to the Air Force.

As we move forward in Lean Logistics, transporters will continue to be the key. The overarching theme of transportation support is Door-to-Door Delivery (D3). All of our past initiatives, Return and Repair Packaging, Mail-like Matter Movement, and Industry Information Processor were geared to improve the movement from base to repair and back. Our most important next step is to develop and evaluate concepts that provide the same highly-reliable peacetime service in wartime.

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#### **European Customs Clearance Process Improvement**

Use of express air transportation has become the cornerstone of Lean Logistics distribution processes; however, delays in overseas customs clearance offset gains in transportation time. In the past, delays of 3-4 days in Europe (Italy) were common. Additionally, customs requirements vary widely by country, confounding an

effort to establish a single process for all countries. If Lean Logistics is to be successful for overseas locations, and the entire Air Force, customs clearance processes must be improved.

The Air Force Logistics Management Agency (AFLMA) has recently completed a research effort addressing customs delays in the United Kingdom, Germany, and Italy. For this study, AFLMA expanded the traditional definition of customs clearance to include all processes from the time a shipment arrives at the country port of entry until it is delivered to the ultimate consignee. As part of the study, researchers visited air express carriers and freight forwarders in each country. During these visits, clearance processes were observed and discussed with the purpose of identifying areas for improvement in current Air Force business practices. Areas identified for possible improvement serve as the basis for the following recommendations:

1. Shipping activities need to ensure complete detailed consignee addresses (Organization name, street address, base, etc.) are included on all labels, waybills, export declarations, etc.

2. Shipping activities need to be better educated on the shipping processes of carriers after a shipment is picked up at the shipping activity.

- 2a. Shipping activities should publish commercial shipping "success stories" via conferences, The Transformer, newsletters, etc.

3. Review current contracting policies to ensure long term contracts be let with specific companies for dedicated shipping services to a specific country or group of countries.

4. Determine the feasibility of creating a computer interface between Air Force shipment management computer systems and carrier computer systems to allow two way transfer of information between the two systems.

5. Request carriers develop customized shipping labels for USAF shipments.

6. Evaluate the potential for using freight forwarders to meet specific shipping requirements of DoD activities and associated contractors.

A copy of the report is available to authorized DoD components upon request.

Improvements in commercial air express shipping, such as those indicated above, should reduce unnecessary shipment processing delays. Furthermore, a better understanding of commercial shipping processes should allow Air Force shippers to make more educated decisions as to when, and when not to use commercial air express carriers to meet shipment requirements.

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### **Standard Transportation Industry Information Processor (I2P)**

As the Air Force moves from an inventory-based to a transportation-based logistics system, shippers are increasingly turning to express transportation to provide the velocity and reduced variability necessary to offset leaner inventory and maintenance support. Until now, the process for consigning express shipments has involved a cumbersome series of manual data entries into both shipper and carrier automated systems. That will change in Spring '96, as CMOS sites in the CONUS begin using the Standard Transportation Industry Information Processor (I2P). I2P is a software enhancement that will integrate CMOS with express carrier automated sys-

tems, enabling users to directly request FedEx, UPS, and Emery domestic express service from the CMOS terminals.

I2P makes processing express shipments simpler and faster. Control and carrier modules within CMOS will electronically exchange key shipment data to accomplish routing and produce end-of-day manifests, notional cost data, and a standard industry shipping label. This seamless, single-step processing will eliminate duplicate data entries, reducing both processing time and manually-induced data entries. Additionally, I2P produces a breakthrough industry standard shipping label that is accepted by both the DTS and participating express carriers.

I2P's future is not limited to domestic USAF CMOS sites and express carriers. With the selection of CMOS as the migration system for TMOs/ITOs, other Services will inherit CMOS as well. Other future plans include capability for international express shipments, surface traffic modes, express mail, and expansion to other systems such as DLA's Distribution Standard System. Finally, I2P is also a potential springboard for paperless shipping processes to include electronic customs clearance, electronic billing, and inbound logistics.

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### **Shippers Certification Program Feedback**

The Shippers Certification Program (SCP) was developed and fielded by the Air Force Logistics Management Agency (AFLMA) in March 1995 in response to AFJMAN 24-204 changing the hazardous cargo shipper certification form from the DD Form 1387-2 to the commercial Shipper's

Declaration for Dangerous Goods form. AFLMA distributed the program to all Air Force transportation, munitions, logistics plans and programs units, and has made it available to other DoD activities through various electronic bulletin boards. Unlimited dissemination is possible to all DoD services and organizations.

Any organization desiring a copy of the program or having comments or suggestions for improvements should contact AFLMA, Transportation Division.

SCP revisions should further enhance the ability of DoD activities to meet their dangerous goods shipping requirements above and beyond the capabilities provided by the current version of SCP.

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### **Routine and Express Small Parcel Shipment Analysis**

In October 1991, responsibility for processing the majority of Non-MILSTRIP shipments shifted from Air Force Base Information Transfer Centers (BITCs) to the local Traffic Management Flight (TMF). In most cases this requires customers to prepare a DD Form 1149 and carry that form with the package to TMF for processing and shipment. The TMF in turn packages and labels the package, "books" the package with a carrier, and later works with finance to verify carrier charges.

Under the current small parcel shipping contracts, the Air Force pays for door-to-door service for both pickup and delivery. Some customers feel they are being short changed by

not receiving this door-to-door service. These customers feel they are capable of, and should be responsible for, the management of their own small parcel shipments to receive full benefit of door-to-door service offered by small parcel carriers.

A recently completed AFLMA research effort explored the impact/feasibility of decentralizing the routine and expedite small parcel shipment process or non-MILSTRIP shipments. Questionnaires were sent to 63 bases. Responses were received from 48 TMFs, 32 finance offices, and 128 units from 37 bases. From these responses, researchers estimated maximum basewide savings due to decentralization would be 56 man-hours per month (29 man-hours in TMF + 27 man-hours in units). However, new requirements in the units (monitoring accounts) and the impact on finance could very well offset this savings. Furthermore, the majority of the respondents were reluctant to support the decentralization initiative. A copy of the report is available upon request.

Considering the minimal estimated man-hour savings, coupled with the possible impact on finance and the reluctance of units to support the initiative, mandated Air Force wide decentralization does not appear to be in the best interest of the Air Force. However, local decentralization on a unit by unit basis (as allowed for in AFI 24-201) could prove beneficial in reducing workload for specific TMFs while improving customer service levels for units that ship large volumes of non-MILSTRIP small parcels or for units located great distances from the local TMF. Therefore, TMFs should look at each case individually and make decentralization decisions based on potential for reducing workload, willingness of the unit to accept added responsibility, and associated impact on accounts management (units and

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### **COMBAT READINESS**

#### **AFIT Courses for FY96 Announced**

New course dates for AFIT courses have been announced. Nominees for each course will be sought as course dates get closer. A recap of the target training audience and course dates follows.

Strategic Logistics Management Course, LOG 399. Designed to broaden student's understanding of logistics doctrine, policies, processes, programs, planning functional issues and current initiatives. LGO 399 emphasizes logistics as a spectrum of systems through analysis of the interrelationships between acquisition, depot, operational, interservice and allied logistics support. The course length is 10 training days. Eligible persons are 04/05s, GM-13/14, and E8/E9s. Five years of Logistics Experience is desirable. Course start: 4 Dec, 22 Jan, 26 Feb, 15 Apr, 3 Jun, 15 Jul and 23 Sep.

Senior Transportation Executive Development, LOG 092. Designed to increase the effectiveness of senior transportation managers through the application of current technologies and management methods. Course length is 10 training days. Eligible persons are 05 and above, AFDC 24T3/24T4, Civilian equivalents, AFDC 2150/2130. Courses start 18 Mar and 12 Aug.

Executive Logistics Development Seminar. This course is managed by USAF/LGX. It is designed to provide

senior logistics managers the opportunity to examine management systems and values, enhance development logistics executives, and address impact of national and international politics on logistics policy and processes. Colonels and senior Lt Cols, GM/GS15s and GM/GS-14s are eligible. Course length is 6 training days. Courses start 4 Feb and 9 Jun 96.

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### **Integrated Deployment System (IDS)**

Wing level deployment operations typically have remained "stovepiped" along functional lines requiring reentry of deployment data, labor intensive quality control, and excessive communications requirements (i.e., telephones, radios, runners). IDS is a breakthrough solution to this ongoing problem. An automated information system tailored to the Air Force wing deployment process, IDS integrates five deployment systems from distinct functional areas: Logistics Plans (LOGMOD-B), Manpower/Personnel (MANPER-B), Unit Deployment Management (Deployment Management System-DeMS, formerly AMPS), and Transportation (CMOS and CALM). IDS provides for single data entry at the source, improving data accuracy and velocity of information transfer, and streamlines wing communications and deployment data management. In addition, the integrated wing system serves as a critical source of deployment execution data to higher level command and control systems. Although incremental improvement to functionality exists by tying these component systems to-

gether by disk transfer, the real benefits are gained when the systems are tied together over a base-wide LAN.

IDS provides several key benefits to the wing-level deployment process. It replaces all hard copy Deployment Requirements Manning Documents (DRMDs) and hard copy materiel lists with electronic data flows. This system provides an automated means of managing the wing deployment database and a capability to manage deployment schedules of events in real time, electronic format. Finally, it creates cargo and passengers manifests within minutes, while MILSTAMP compliance is guaranteed by system checks.

IDS was initially installed at Hulbert Field 7 Sep 95. Installation, currently planned for CY95, at Seymour Johnson, Eglin, and Langley AFBs will occur similar to the process at Hulbert Field. Future installations will follow a training concept and implementation schedule developed by MAJCOM and IDS component system program management office representatives in conjunction with the HQ USAF IDS Integrated Process Team. Full operational capability for IDS is scheduled for FY98.

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### **KC-10 Couplers Save Time**

In an effort to improve the day-to-day operations, we procured KC-10 couplers. This allows us to build two pallet trains for aircraft engines and stack trailers prior to the aircraft's arrival. This has proved to be very beneficial by reducing the time needed to complete the upload of aircraft.

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### **Lackland Air Force Base Combat Readiness Flight**

Combat Readiness is more than a flight—it is a "State of mind," and the 37th Transportation Squadron is setting the standard for readiness in AETC. Recently recognized as a benchmark by their command on the Quality Air Force Assessment (QAFA), the 37th Combat Readiness Flight is responsible for 42 Support Agreements, a demanding mobility program, and 21st Century planning.

The flight's leadership during the mobility portion of the QAFA is unsurpassed. All cargo was marshalled early, and no passengers processed late. Personnel readiness in the squadron sets the standard, with 97 percent of all military personnel trained and ready to deploy anywhere in the world with short notice.

Security Awareness training is "Right on the mark." Again, strong indicators of the quality of leadership this flight provides.

The flight is leading the way for 21st Century planning. From new furniture to the new \$200K Local Area Network (LAN) System, everyone in the flight shares the "spotlight" in supporting the dynamic Lackland team. The commitment of this hard-charging flight sets the example for the transportation community, and represents a level of leadership we should all be proud of. The 37th Transportation Squadron, Combat Readiness Flight lives up to its vision: "Combat Readiness Meeting the Challenges of Today and Tomorrow."

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### OTHER INITIATIVES

#### Geneva - A New Opportunity

I recently completed a four month TDY to Geneva, Switzerland that was one of my most rewarding professional experiences of my career. I thought that I would share this experience because the position is now a three year tour for a logistics officer. The officer serves as member of the Refugee and Migration Affairs Branch of the U.S. Mission to the United Nations Agencies and other International Offices in Geneva, Switzerland. In this capacity the officer provides advice to the Ambassador, UN humanitarian agencies, and other international humanitarian organizations on U.S. military capabilities that could be used for humanitarian operations. The officer helps formulate civil/military policy on humanitarian relief. In addition, the officer provides logistical advice to UN agencies and validates their requests for military assistance.

This is some of what I was involved with while I was in Geneva. Hopefully, it will give you a flavor for the excitement of the job. Responsible for analyzing and reporting UN humanitarian actions in the former Yugoslavia during the fall of the Eastern enclaves of Srebrenica and Zepa; and the migration of the Krajina Serbs from Croatia to Serbia. Tracked migration of refugees and reported on the Geneva based International humanitarian organization's response to the crisis. Presented U.S. government position on UNHCR's appeal for airlift support for the movement of supplies from Ancona to Belgrade during the migration of Krajina Serbs. I was the control officer for the Deputy Assis-

tant Secretary of State for Democracy, Labor, and Human Rights visit to Geneva to brief UNHCR and ICRC on his visit into the former Yugoslavia. Set up his meetings with key leaders of UNHCR and ICRC and reported on those meetings.

So, if you are interested in challenging work in an international environment, then this is the position for you. The work is extremely exciting, the mission of helping refugees is rewarding, and Geneva is a wonderful location to both work and live. The position was recently filled and won't be available for three years. However, I recommend placing this job in your future career plans.

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#### DOD Reengineering Transportation Effort

Starting this past summer, the DOD transportation community embarked on a top to bottom effort to reengineer our transportation processes. The Deputy Secretary of Defense initiated this effort in concert with current efforts to reengineer routine peacetime transportation processes and the movement of household goods.

The Reengineering process is built around a series of task forces led by the office of the Assistant Deputy Undersecretary of Defense for Transportation Policy (OADUSD/TP). These task forces include representatives from the DOD, the Joint Staff, USTRANSCOM, all the Services, the Secretary of the Air Force Offices of Financial Management and Acquisition, and the Defense Logistics Agency. There are four key areas being studied including the development

of a transportation vision, assessments of transportation acquisition and financial management, and an overall assessment of transportation structure and processes. Some progress is already being made with the first three task forces currently meeting. The fourth task force on structure and processes is scheduled to meet after the work on the other areas is completed. The entire effort is expected to last until late in 1996.

The Vision task force recently completed its work on a DOD transportation vision. Their product calls for a Defense Transportation Vision that reads as follows: A world class, globally capable, inter-modal transportation system that is responsive, efficient, fully integrated, and in partnership with industry, ensuring readiness, sustainability and quality of life. This vision cuts across the spectrum of transportation related activities including areas essential to the USAF portion of the system and articulates the concepts we must adopt for future successful mission accomplishment.

Results of this effort will have a far-reaching impact on the DOD transportation system and many of the processes that we have as Air Force transporters. We will keep you apprised of this effort and work the changes generated by this process with you as they occur.

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#### Defense Transportation Regulation (DTR)

In Jan 93, USCINCTrans, by DOD Directive 5158.4, assumed former Service single-manager responsibilities for transportation modes and the responsibility to oversee DOD and multi-Service transportation policies

and procedures. Upon receipt of the directive, a review was made of the numerous transportation publications which were often duplicative, conflicting, or even obsolete with supplements at the lowest levels.

On 7 Mar 94, the Deputy Under Secretary of Defense (Logistics) (DUSD(L)) directed the Services to transfer designated publications to USTRANSCOM for review. Based on the directive, USTRANSCOM developed an Action Plan, published 1 Aug 94, and began a review of all common-user publications. This review identified a need to initially consolidate 44 publications into one, comprehensive DTR designed for installation users. The DTR covers passenger, cargo, mobility, and personal property movements, and will replace approximately 2,200 pages of existing multi-Service publications or approximately an overall reduction of 50 percent.

To attain this objective, USTRANSCOM hosted workshops and provided funding for the technical experts to come together to develop each part. Each workshop contained representatives from each Service, unified and theater commands, and USTRANSCOM components (Air Mobility Command, Military Sealift Command, and Military Traffic Management Command). Their source data included publications such as AFR 75-2, Defense Traffic Management Regulation (DTMR); DOD 4500.34-R, DOD Personal Property Traffic Management Regulation (PPTMR); AFR 76-6, Movement of Units in Air Force Aircraft; AFR 76-7, Air Terminals and Aerial Ports; AFR 76-05, Policies and Procedures for Obtaining Passenger Reservations for DOD International Air Travel; and AFR 75-24, Permits for Oversized, Overweight, or other Special Military Movement on Public Highways in U.S., etc.

The first DTR workshop for passenger movements was held in Jul 94. Part I was released for publication on 4 Aug 95. The final draft of Part II, Cargo, is currently in its final coordination phase at the flag officer approval level. The workshop for the third part, addressing mobility movements, developed in Jan 94, is currently being readied for second draft review. The last workshop for personal property movements was conducted from 16 Oct to 2 Nov 95.

The DTR, when completed in Jul 96, will provide unified commands, Services, major commands, and installations their primary operational traffic management policy and procedures for all movements. Currently, the four parts are published in hard copy; however, plans are underway to provide the completed regulation on both CD ROM and via the internet. This effort will ensure timely release of the DTR.

DOD components may obtain copies of this regulation through normal publication channels. Authorized registered users may obtain copies from the Defense Technical Information Center, Cameron Station, Alexandria VA 22304 6145. Other federal agencies and the general public may obtain copies for a fee from the U.S. Department of Commerce, National Technical Information Services, 5285 Port Royal Road, Springfield VA 22161.

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